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6/18/62
File DDT Case File

8 May 1962

RECORDS MANAGEMENT PROGRAM

INTRODUCTION

A general statement on the Records Management Program is contained in [redacted]. More specifically, our program for the next year or two is summarized in [redacted] of 13 March 1962.

Our chief problem is compliance. The objectives outlined in [redacted] will not be brought about merely because they were published. We take it that the issue to be faced is not whether we want compliance, but how to get it. Outlined below are the measures we consider necessary.

PROCEDURES, SECURITY, and TIMING

With the republication of the first three Chapters of the Handbook [redacted] we may regard the structure of the records system as substantially completed. The Handbook has been acknowledged by Staffs, Divisions and Stations as the guiding policy paper covering CS records, and its provisions have by and large met with understanding and approval. The CI Staff promises soon to contribute its guide on destruction, and RID has rewritten the section on 201 files.

However, no set of relatively intricate instructions are free from erosion unless a lively mechanism exists for their enforcement. The best possible state of records discipline is achieved when all concerned, in the knowledge that a "snapper" exists, take their paper so seriously that the threatened measures do not need to be applied.

It is not only the efficient use of our papers which calls for this course; security plays an equal role. The British Radcliffe commission, which investigated "Security Procedures in the Public Service" following the Lonsdale and Blake cases, recently stated:

"The whole of our investigation has led us to conclude that nothing is more important to effective security than the basic measures of physical security, if well planned and consistently carried out. Safeguarding premises, documents, and cyphers and

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eliminating carelessness are of the first importance. No system of personnel security, however much elaborated, can be effective enough to modify their primary value." (Page 2, para. 5.(b).)

We have not had a Blake case, but a little introspection regarding this principle as it applies to the safeguarding of our papers against negligence may save us much retrospection. Nor have we faced the potential security consequences of vainly looking for information in the central index which is available in someone's private, inaccessible collection. The specific measures below strike us as the most urgent task before Records Management in this phase of our development.

The timing of these measures is propitious. Our employees are settling into the new building and are aware of fundamentally changed working conditions. As long as WH, for example, lived across Independence Avenue it could hardly be asked to rely on paper in RID. It is now time to change the habit which resulted--to duplicate everything.

UNIFORM FILE SYSTEM

The area in which headway has been most difficult is the general application of the uniform official file system, in which the same paper comes to rest in identically numbered files at field stations and here. On its effective implementation depends the creation of a useful subject file system as a professionally sound and convenient basis of information retrieval for impersonal research. Furthermore, a full return on our investment in machines can only be obtained on this basis.

As monitors, RID analysts have often applied file numbers where none were assigned, or corrected them where wrong ones were picked by Stations or Desks. In addition, the flow of paper through RID will have to be used to insure that Stations and Desks apply the rules, enlisting in the process the command prerogatives of Division and Station Chiefs.

RYBAT PROCEDURES

Much too much material--relatively or temporarily sensitive--escapes RID processing on its way to desks. We need a mild modification of our RYBAT procedures to obtain control. The phenomenon is primarily due to the fact that--properly--Station and Division Chiefs are entitled to initiate correspondence under this highest sensitivity indicator. Normal inertia then delays--often indefinitely--the desensitizing of continuing correspondence, when the original reasons for closest handling no longer apply. Inevitably, then, there comes the day that a Branch chief recognizes that he sits on a large volume of sensitive and inaccessible papers. He will then call upon RID to take over the files for indexing. If

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manpower is not available in RID, the Branch Chief is advised that indexing of the material is his responsibility. I believe that several such files have thus remained inaccessible to this day.

We do not propose to abolish the category RYBAT, or to increase the number of people reading it, but to review the need for it at intervals in an orderly manner at the appropriate level.

INACCESSIBLE COLLECTIONS OF OFFICIAL CS RECORDS

At the same time, steps need to be taken to plug the remaining gaps in the centralization of index references in the Main Index.

RID MANPOWER and CS MANAGEMENT

While RID appears to have lost relatively few personnel as a direct result of the move to the new building, recruitment is so slow, and the demands from other components have been so urgent, that RID now has vacancies on the order of 10% of its T/O.

Since the daily work in RID has to be done, the result is that quality improvement and WALNUT conversion jobs get lower priority. The effects of this are that manpower savings to be obtained from our investment in mechanization will be delayed, and that the name tracing chore performed by all CS personnel remains more time-consuming than it needs to be. I estimate that for every unfilled slot in RID, the CS as a whole will expend twice or three times as much manpower in unproductive labor elsewhere. This will not be felt as much, because it will be spread around, and will often mistakenly be taken for granted as inevitable, but it is exceedingly bad management, nevertheless.

The old excuse that services from the central system are so unreliable that Divisions, Staffs and Branches need to maintain their own files and indexes is now completely out-of-date. Records Management Officers in the Divisions, Staffs and in this office will need to team up with the representatives of the units concerned to abolish duplicatory filing, logging and indexing systems, and to cause the transfer of clerical personnel who maintain these systems to RID.

A logical first point of review is the document logging activity with which units insure themselves against loss of papers. Many such manual systems can be replaced by more reliable centralized computer routines. Better enforcement of input into the Locator System is a prerequisite.

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REVIEW and CONSOLIDATION OF PERSONALITY DOSSIERS

Every personality dossier retrieved as a result of a trace on the subject of the dossier should be reviewed before it is returned to file for (a) retention or destruction; (b) proper indexing and cross-referencing of all pertinent information; and (c) correction of 201 machine records and index cards where needed.

This is a manpower problem. If the files are kept in decent shape, professional personnel using them cease wasting their time. RID now has no time to handle this chore.

PART-TIME EMPLOYMENT

Retired employees who have had the professional experience the job requires may find it attractive to work part-time at improving our records. We may similarly draw on staff officers' wives who had Agency experience before taking on family responsibilities.

The Records Committee should authorize the Chief, RID to explore this source of manpower, and to hire former employees on an **hourly contract** basis within the limits of his personnel budget, i.e. in particular at times when recruiting is unable to keep up with authorized strength.

INVENTORY

The CS Records Handbook provides for an annual inventory of papers by categories. This will be due again in July of this year. Its results can then be used specifically at headquarters to look at filing, logging and indexing systems which unnecessarily duplicate those in RID, or which have existed outside the central system and should be included. Field inventories will guide us in the installation of field aperture card libraries, in gradually achieving a uniform file system, and in isolating situations in which the volume of paper appears to present unusual security hazards.

PURGING OF FILES

The purging of useless material from the desk's paper holdings will of course go forward simultaneously with the programs for centralizing reference information in RID, and consolidating files within the CS file system.

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FORMS CONTROL

This has been a Records Management function for years. There is no record that anyone in the CS was ever successfully told that he could not have a form of his own choosing. In fact, no control has ever been exercised.

We are not clear at this stage whether control can or should be exercised in the future. We do expect to maintain a record of available forms, appropriately categorized, in order to advise people who want to design new forms, and either get them to use what already exists or, at least, to let them take advantage of past experience. CS Records Management will not be concerned with administrative forms.

Furthermore, there is a tie-in between forms design and the use of business machines. Requests for new forms yield opportunities to examine whether existing or new machine systems could save manpower.

VITAL MATERIALS PROGRAM

25X1 is being republished. The main problem will be its proper implementation by the Records Management Officers of the components concerned.

OTHER RM TASKS

The Records Committee, during the past year, has approved a number of Records Management steps which need not be repeated here; they are, of course, part of this program. Our responsibilities thus include seeing to it that Records Officers are properly trained; rounding out the Records Handbook and keeping it up-to-date; and exploring bombproof storage for a complete set of aperture cards and index cards as vital documents.

ADMINISTRATIVE REPORTING

Indirectly, we expect to be involved in studies of administrative routine work now imposed on field stations by DDS and ourselves. Given the changes in the function and personnel of the Comptroller's Office, the time has come for stronger initiative in this direction on the part of the CS. ?

MANPOWER FOR RECORDS MANAGEMENT

It is evident that the opportunities to obtain the reforms outlined above are now ripe. We expect to find ourselves short of manpower to make

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the best of the situation, but hope to make up for this lack by better exploiting the talents of the Records Management Officers in the Divisions and Staffs.



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